



Sustainable Strategies for Small Cities and Rural Areas

BUILDING BLOCKS FOR SUSTAINABLE COMMUNITIES

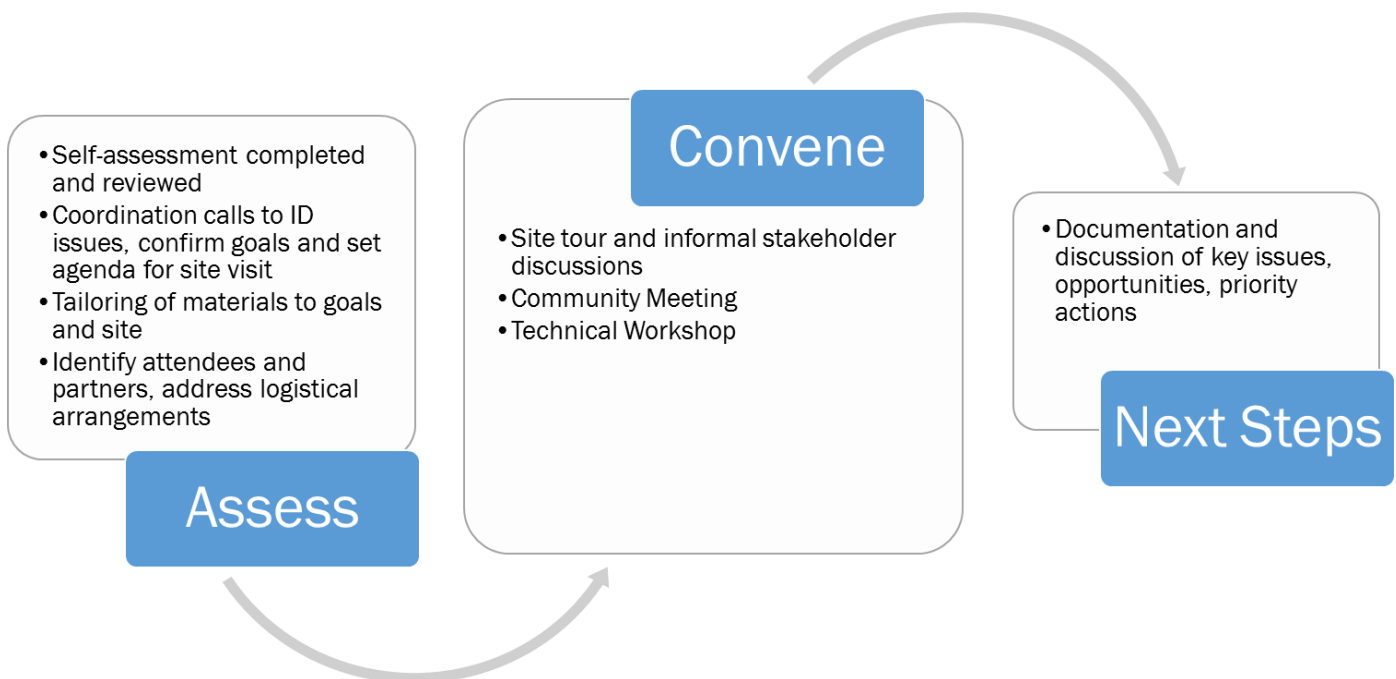
Red Cliff Band of Lake Superior Chippewa, Bayfield, Wisconsin
Next Steps Memorandum

October 13, 2015

INTRODUCTION

The core mission of U.S. Environmental Protection Agency (EPA) is to protect human health and the environment. EPA's Office of Sustainable Communities (OSC)—or the Smart Growth Office— helps to support this mission by working with communities to reach development goals that create positive impacts on air, water, public health, economic vitality and quality of life for residents. OSC created the Building Blocks for Sustainable Communities program to provide quick, targeted technical assistance on specific smart growth development topics by bringing subject matter experts to communities. Communities request this technical assistance through a competitive application process.

The Building Blocks process is designed to move a community through a process of assessment, convening, and action planning—helping learn about a given topic and create plan to move forward on implementation. The program helps a community identify potential challenges, as well as realize opportunities that already exist to make progress. It includes a series of pre-and post-workshop conference calls, a self-assessment, and an on-site convening of stakeholders to discuss issues, next steps, and actions related to advancing the communities' specific goals. These efforts help a given community gain a deeper understanding of a particular smart growth issue and identify specific steps necessary to move them closer to implementation. The diagram below outlines the typical flow of the Building Blocks technical assistance program.



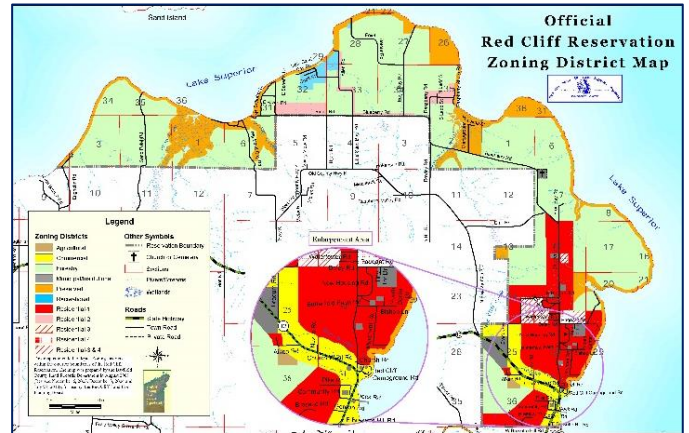
THREE STAGES OF TECHNICAL ASSISTANCE (CREDIT: RENAISSANCE PLANNING)

This memo documents the key outcomes of the technical assistance for the Red Cliff Band of Lake Superior Chippewa in Red Cliff, Wisconsin with the Sustainable Strategies for Small Cities and Rural

Areas planning tool. It identifies key community issues, prioritized goals, and specific actions to improve livability, sustainability, opportunities, and quality of life for the people of Red Cliff.

COMMUNITY CONTEXT

A series of treaties between the U.S. Government and the Red Cliff Band of Lake Superior Chippewa Indians (Red Cliff Band)¹ created the Red Cliff Reservation in 1854. The Red Cliff Band is a Native Sovereign Nation, a federally recognized tribe by the U.S. Government. Located at the top of the Bayfield Peninsula and on the shores of Lake Superior at the northernmost tip of Wisconsin, the reservation today is home to 1,266 tribal members and another 571 live nearby off-reservation. The remainder of the 6,879 tribal members lives in other, non-local locations.² The village of Red Cliff houses the tribal offices and businesses along U.S. Route 13, which connects to nearby Bayfield, Wisconsin – a popular tourist community adjacent to the Apostle Islands National Lakeshore. The area is known for its pristine, natural beauty; and resources related to forestry, hunting, and recreational and commercial fishing. The village of Red Cliff was the primary home to the “Great Buffalo”: head chief of the Anishinaabe, an historical tribal figure, and a peace-broker of the treaty that established the Red Cliff Band and Reservation and eliminated the threat of displacement³.



OFFICIAL RED CLIFF RESERVATION ZONING DISTRICT MAP (CREDIT: RED CLIFF BAND)



A YOUNG FISHERMAN DISPLAYS A HEALTHY 20-POUND LAKE TROUT (CREDIT: RED CLIFF VISITOR GUIDE)

¹ <http://redcliff-nsn.gov/Heritage&Culture/heritage.htm> and the Letter of Interest submitted by the Red Cliff Band, November 2014.

² Email from the Tribes Enrollment Clerk October 7, 2015

³ Red Cliff Visitor Guide, January-June 2015, Vol 1, Issue 1. http://redcliff-nsn.gov/Postings_Files/Red-Cliff-Visitor-Guide-1-1.pdf

The Red Cliff Band is governed by a nine-member Tribal Council, and the administration is structured into five divisions, including health; education; family and human services; protective and emergency services; treaty and natural resources; and administrative functions. The Tribe currently employs over 300 people and is the largest employer in Bayfield County⁴. By tradition, the Anishinaabe are hunter-gatherers and today, commercial fishing remains a cornerstone of the local economy. The Red Cliff Band was one of the first tribal nations in the United States to create a Natural Resource program. Today, it administers a fish hatchery, and runs programs in water quality, conservation enforcement and wildlife management, solid waste management, and sustainability and climate change. Another local economic engine is the tourism and service industry. Hotels, lodging, and restaurant services account for 20.4 percent of local jobs⁵. Public administration, and education and schools remain the area's largest employers.



WORKERS TENDING THE TRIBAL FISH HATCHERY, RUN BY TREATY NATURAL RESOURCES. SINCE 1994, RED CLIFF HAS STOCKED 1.2 MILLION BROOK TROUT IN WATERS IN AND AROUND THE RESERVATION (CREDIT: RED CLIFF BAND)

The area is rural and similar challenges to many other rural communities including poverty, limited access to employment opportunities, and a natural-resource-based economy. Bayfield is one of poorest counties in the state of Wisconsin, with a poverty rate of 13 percent, and an unemployment rate, which fluctuates from 7-14 percent due to seasonal variations in the tourism industry. The Bureau of Indian Affairs Labor estimate rates of 40-50 percent unemployment for Red Cliff residents, and 40 percent of all residents are estimated to live below the poverty level⁶. Creating new and adequately paying economic opportunities for Red Cliff residents is a priority for the Tribe.

Red Cliff is growing and there are existing and future housing pressures facing the tribe. The reservation has grown 25 percent since 2010 and, as of November 2014, 65 families were on a waitlist for new housing. The population is expected to increase by another 35 percent by 2020, which would result in the need for at least another 124 new units⁷. Most of Red Cliff's residents live in one of four housing clusters administered by the Housing Authority. The four clusters are in the southern area near U.S. 13, the Tribal administration offices, and the resort casino. There are opportunities to better connect these housing clusters with destinations as they grow to improve walkability and calm traffic.

⁴ <http://redcliff-nsn.gov/Government/government.htm>

⁵ Source: ESRI Business Analyst, 2015 Infogroup, Inc, from a business summary for NAICS codes for the Bayfield, WI, ZIP code 54814.

⁶ Letter of Interest submitted by the Red Cliff Band, November 17, 2014. The letter references BIA and US Census, 2010 as sources for poverty and unemployment figures.

⁷ LOI, November 2014. Red Cliff Housing Authority data.

The Red Cliff Band has a strong connection with the land and is committed to natural resource preservation and conservation both from an economic as well as cultural perspective. These natural resources include about 8,000 acres of forest land (including 2,000 acres of wetlands) and 22 miles of Lake Superior shoreline.

Despite its small population, the Red Cliff Band faces planning and coordination challenges typically found in much larger communities with larger government structures. Funding for new development or projects is often sought and obtained through departments of the Tribal government. As a result, departments often adhere to their own priorities and schedules, often to the detriment of coordinated planning and community engagement. This can make projects disjointed and uncoordinated. Improved cooperation between the departments and programs of the Tribal government is desired.⁸



ONE OF THE STORMWATER BIORETENTION PONDS AT THE LEGENDARY WATERS RESORT, PLANTED RECENTLY WITH NATIVE GRASSES AND FENCED TO KEEP THE VEGETATIVE BUFFER FROM BEING MOWED (CREDIT: RENAISSANCE PLANNING)

In recent years, the Tribe has initiated or completed several smart growth projects that demonstrate their commitment to sustainable practices, a number of which received federal support. These projects include:

- A new Community Health Clinic, funded by the Indian Health Services.
- A recent housing development incorporated passive solar design.
- A multi-use trail through the main corridor of town.
- The Legendary Waters Resort and Casino uses energy efficient retrofits, has improved its stormwater detention ponds with buffers of native grasses and plants, and is along a transit line.
- The Miskwaabeking Transit operates a door-to-door, on-call transportation service for the reservation.

The community planner is also in the early stages of a community-wide comprehensive and long range transportation planning process, both of which hold promise for improving the collaboration and communication challenges. It is in the context of this ongoing progress that the Red Cliff Band, through its Sustainability Program, submitted a Letter of Interest to the EPA OSC for technical assistance to sustain and improve its sustainable strategies for small cities and rural areas.

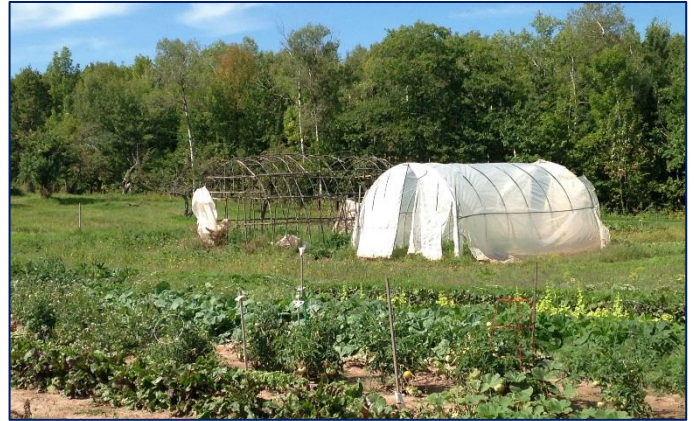
COMMUNITY SELF-ASSESSMENT

EPA contractor Renaissance Planning and EPA staff worked closely with Tribal staff from a number of departments to prepare and plan for an on-site workshop. The range of sustainable strategies for rural and small cities is broad, as are the needs and challenges of the Red Cliff community. In order to identify areas of interest and priority, Tribal staff reviewed eleven topics, identified three priority

⁸ LOI, November 2014. Insufficient community planning and collaboration.

focus areas, and completed the corresponding worksheets. The three topic areas and strategies that were prioritized included:

- **Invest in Efficient Public Infrastructure Systems and Operations**
 - Green infrastructure and low impact development (LID) to manage storm water, including policy changes
 - Street design that incorporates green infrastructure and street trees, e.g., how to do it up front versus later on
 - Composting, salvage, reuse, recycling, construction and other materials
- **Revitalize Village and Town Centers**
 - Landscaping and green infrastructure, street design
 - Multimodal – what is it, why does it matter
 - Wayfinding, signage
 - Enhance the center, explore a Main Street Program.
- **Improve Health and Promote Active Living**
 - Zoning for food, gardening, small animal husbandry and composting (short term)
 - Farmers markets, distribution centers (longer term)
 - Active transportation in new projects
 - Healthy building design standards - what are they, how can they help
 - Health Impact Assessment - what are they, how can they help
 - Public involvement awareness raising, build coalitions and partnerships
 - Create incentives and programs to improve access to healthy food and nutrition



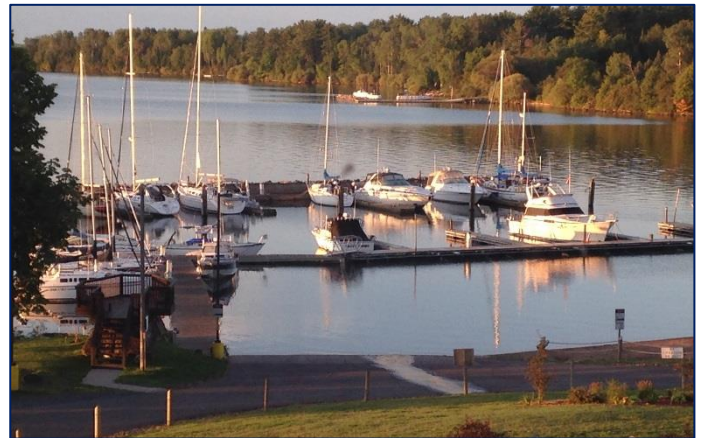
COMMUNITY FARM, ADJACENT TO THE NEW HEALTH CENTER (CREDIT: RENAISSANCE PLANNING)



RED CLIFF LIBRARY. MOST OF THE TRIBAL ADMINISTRATION AND PUBLIC BUILDINGS ARE ADJACENT OR NEAR US HIGHWAY 13 (CREDIT: RENAISSANCE PLANNING)

Though the above list of strategies represents a 'short-list,' it still represents an ambitious set of goals and strategies for a 1.5 day workshop. The purpose of the self-assessment was to get some ideas on the table by screening Tribal staff up front, with the understanding that not every strategy identified would be addressed in the action plan that emerged from the workshop. This initial set of strategies simply provided a starting point for conversation amongst members of the community and Tribal elected officials.

During the self-assessment phase, there was some deliberation as to how much time to spend on reviewing and improving the Tribe's Project and Compliance (PAC). The PAC is a hotly debated topic in the community, with some calling for a streamlining of the code currently under review by the Tribe's Legal Department. Recognizing that the review and revision of the PAC is a much larger Tribal priority and agenda, demanding a longer and more involved legal process, the local team decided to focus less on the PAC itself, and have more discussion about what kinds of sustainable strategies are desirable for Red Cliff, and perhaps worthy of greater attention in a PAC review and revision process.



VIEW OF THE MARINA FROM THE LEGENDARY WATERS RESORT BALCONY. IN THE FAR DISTANCE IS THE TRIBE'S COMMERCIAL FISHING PIER AND FLEET (CREDIT: RENAISSANCE PLANNING)

The assessment phase concluded after two planning conference calls, and a number of email exchanges. The results of the self-assessment worksheets are included in the appendix of this document.

COMMUNITY CONVENING

Site Tour

The local team organized a driving and walking tour of the Red Cliff core commercial "village" area the afternoon of September 9th. Sites visited included notable community assets, neighborhoods, the new (2012) Red Cliff Community Health Center opposite the Pow Wow grounds, and the Treaty Natural Resources program's community farm. The tour also included a walk of the picturesque, and relatively new Legendary Waters Resort Hotel and Casino grounds, and the nearby marina and fishing pier. The tour concluded with a drive the city of Bayfield, located about three miles away. Bayfield is a county seat, and is a popular tourist destination. It boasts a marina, ferry service to the Apostle Islands, a Coast Guard station, and numerous retail and restaurants. Children from Red Cliff attend public schools in Bayfield.



US HWY 13 AT THE INTERSECTION WITH BLUEBERRY RD, FACING THE RED CLIFF FIRE/EMS STATION. (CREDIT: RENAISSANCE PLANNING)

Community Workshop

The community meeting and workshop was held in Red Cliff from September 9-10, 2015, at the Legendary Waters Resort and Casino, which also hosts Tribal Council meetings. Day 1 of the workshop began shortly after the site tour. The event was promoted on the Red Cliff website and Facebook pages. Several community members attended, but the group of 10-12 was made largely of Tribal staff and council. A list of workshop participants is included in the appendix of this document.

The Day 1 workshop opened with a ceremony and prayer by Richard LaFernier, wherein he spoke of Anishinaabe's enduring respect for the earth, water, and sky, and urged workshop participants to listen, and to be mindful and careful when considering the future. The project team then presented a project overview presentation with information related to smart growth in a rural, small town context. The self-assessment was briefly summarized as well. The purpose of the Day 1 meeting was to provide context, answer questions, and get build consensus on values and priorities. It concluded with two group exercises, the first of which was a values-driven exercise called "This I Believe," wherein everyone in turn states something they believe about Red Cliff and its community. The resulting "This I believe statements" were:

- ...we have the capacity to come together
- ...we respect, and have a responsibility to protect
- ...we have strong minds, a strong sense of earth and respect for the land
- ...finances are key
- ...we are creative, there is wisdom
- ...we need a truly comprehensive plan. If we can define what we like and want, there should be no trouble to make it happen
- ...we are good and helpful people who have survived a long time and can learn to thrive
- ...we will accomplish something from this effort
- ...Red Cliff really wants to see good things happen
- ...Once we all agree what needs to happen, it will happen.

The second exercise of Day 1 was a facilitated discussion about challenges, opportunities, and issues that are facing the community. This discussion continued into the morning of Day 2. Day 2 activities also included presentations on topic areas, a luncheon with Tribal Council, and an afternoon brainstorming session on specific next steps strategies and recommendations.

KEY COMMUNITY ISSUES

Throughout the workshop, economic strength, interdepartmental coordination, environmental stewardship, and conservation of tribal culture stood out as top issues for the community. This



BRAINSTORMING NEXT STEP STRATEGIES ON THE AFTERNOON OF DAY-TWO (CREDIT: RENAISSANCE PLANNING)

section covers some of the highlights of the conversation during the workshop, starting with a summary of the city's strengths.

Strengths

Red Cliff has several obvious strengths, including its rich heritage, natural beauty, and plentiful natural resources. The landscape is rich with resources for the tribal community, and also attracts tourism and the funding that comes with it.

- **Culture:** Red Cliff's culture is strong and very important to the community. Before there were elected forms of government, there were many chiefs whose responsibilities were tied specifically to managing assets and resources, such as fisheries, berry harvest, wildlife harvests, etc. Decisions were made by consensus after considering the resource chiefs' guidance. Themes of sustainability and connection to the land are part of the cultural traditions in Red Cliff.
- **Natural resources:** Red Cliff has beautiful scenery and productive natural resources that have supported the tribal community for many years. The community farm has good, fertile land and orchards, plentiful fisheries, and acres of forested land. This is not only beneficial to residents, but attractive to visitors.
- **Dedicated staff:** Despite challenges with inter-departmental coordination, much has been accomplished in Red Cliff in recent years. The community has been resolute in its commitment to sustainability, and has received federal funding for a number of recent projects that are completed or underway.

The storied history of the Red Cliff community is a cornerstone of the present-day village, which still has plentiful natural resources and a commitment to self-sustenance.

Challenges

A large portion of the workshop was dedicated to exploring the challenges facing Red Cliff. This was an important part of the technical assistance, as it enabled attendees to identify strategies for overcoming them. Some of these challenges fall within the purview of the Red Cliff Band, and can be addressed in the near term. Others, such as amendments to the PAC, will require more time and a broad coalition of partners to make change happen.

- **Fiscal health:** The ability to fund projects is critical to success. New ideas, projects, and concepts may require supplemental funding to the Tribe's General Fund. New funding sources will need to be identified.
- **Lack of awareness, coordination, or communication:** Many felt that there was an overall lack of interdepartmental coordination, as well as a lack of public awareness related to codes, processes, and planning and development procedures. The community needs a communications strategy and better methods of collaborating.
- **Red tape:** Attendees complained of too many hurdles to get things done (e.g. to start a business, or to get building and development projects approved). There was discussion regarding the need for streamlining or revisions of the PAC. Some felt there was a need for more ease, transparency, and flexibility, while others defended existing codes and policy in their ability to ensure quality control, mitigate nuisances, and protect the public good.

Opportunities

The discussion of challenges made way for a focus on opportunities for positive change and continued improvement. Top opportunities described during the workshop included:

- **Local food production and focus on economic resources:** There is a great opportunity to expand on local, natural, and sustainable resources in Red Cliff. The commercial fishing industry has potential to grow, especially if it invests in local, value-added systems. There is also an opportunity for farm demonstration, training, and production that can be replicated and expanded throughout the Reservation. A valued-added meat-processing facility for deer, cattle, and chickens could help employ and feed locals. This opportunity focuses on self-reliance, health and nutrition, and builds local capacity and economic opportunities.
- **Accessibility and safety:** The potential for non-vehicular, or active, transportation received widespread support from the group. A walkability audit, and pedestrian and bike plan improvements were suggested. Improved signage, safer speeds, and controlled crossing points would greatly improve opportunities for biking and walking to local destinations. The Tribe's Planner referenced the Long Range Transportation Plan, which is looking at biking and walking safety.
- **Improved communications and cooperation:** There are some coordination and communication gaps in the community, both between Tribal programs and with the public in general. There is an opportunity to improve on this as Red Cliff plans new projects.
- **Sustainability in zoning and codes:** This workshop identifies locally-desired improvements and priorities related to sustainability for Red Cliff. The PAC, currently under review, presents an opportunity to reflect these desires in the zoning reform process.

NEXT STEPS

After a robust discussion about strengths, challenges, and opportunities, the project team introduced strategies that other small towns have used to address similar issues. The project team presented strategies that are described in the EPA's Smart Growth Self-Assessment for Rural Communities. Through the discussion of common strategies, four opportunity areas in particular emerged as the highest priorities for Red Cliff. Not all the details for each table below were completed at the workshop, but some details were drafted and reviewed during follow-up conference calls. In general, the time frames listed below⁹ are approximate and dependent on other variables.

Increase Accessibility, Safety and Mobility

There was unanimous support and approval for enhancing the core of the Reservation's streets with improved walking and biking amenities. The related mapping exercise, referenced in the appendix of this document, illustrate some of the recommendations made.

Supporting

Why is this important?

Timefram

Lead Role

Support

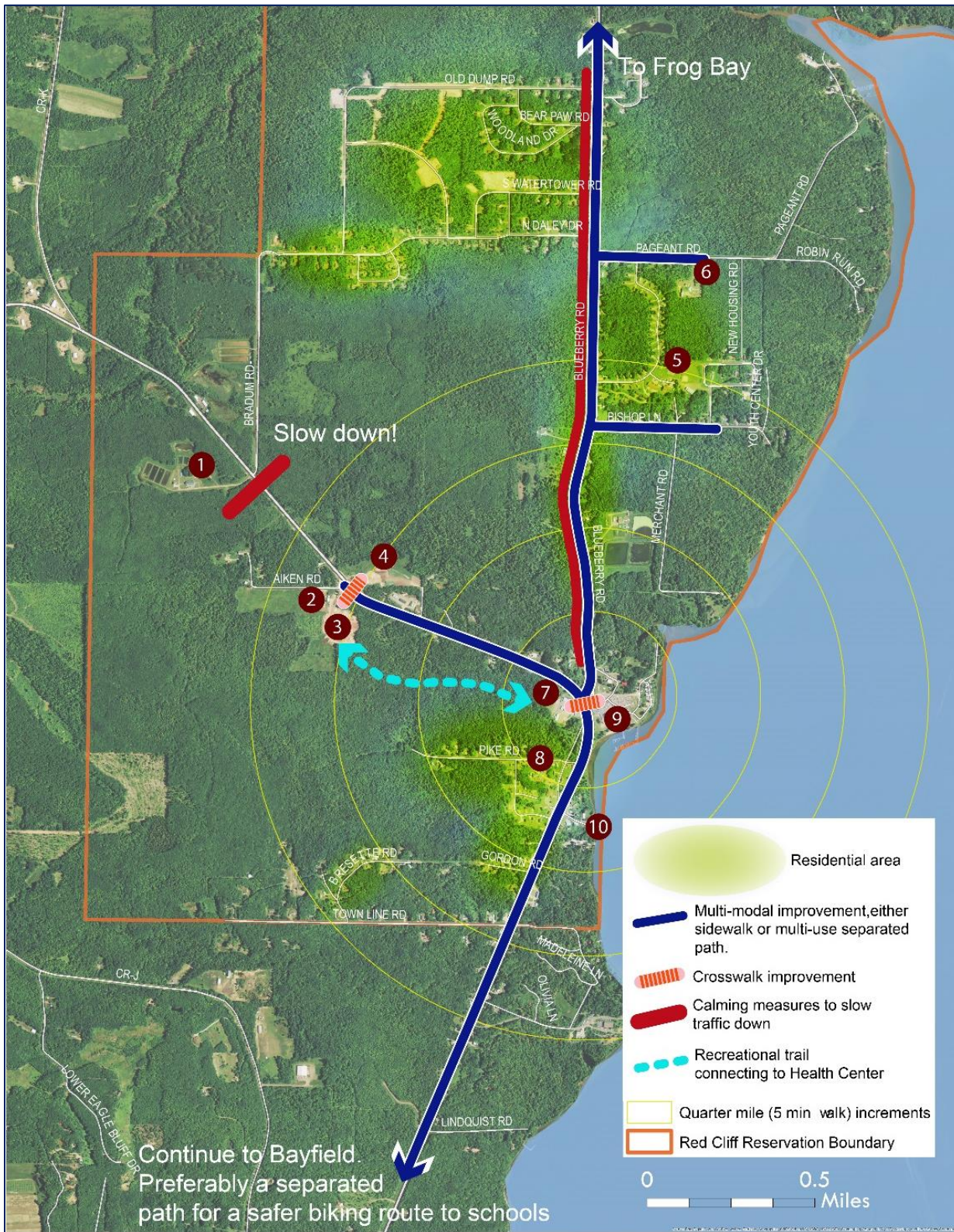
⁹ Short 1-2 years; Medium 3-5 years; Long is greater than 5 years.

Implementation Steps		e		
Implement low light pollution to reduce glare.	The night sky is an important part of our rural character and heritage, and needs protection from light pollution and glare.	Short to medium		
Expand pedestrian walkway up Blueberry for safety and to connect to the new Health Clinic and Pow Wow grounds.	Targeting key community roads and access points for walking safety will encourage more active and safe, non-vehicular, transportation options. This helps both children and elderly, as well as people who cannot afford to drive everywhere.	Short to medium term	Transportation and planning departments	WIDOT, anyone or department interested
Ensure that walkways and paths go to all tribal and public places.	Matching up desired destinations with biking and walking improvements will enhance accessibility and safety for the community to important destinations.	Short to medium	Transportation and planning departments	WIDOT, anyone or department interested
Create safe routes for bicycles such as off-road, shared-use paths. Extend system along major roads and to Bayfield public schools.	There are not many places for kids to safely ride. Creating an off-road, shared use path that can accommodate bikes would improve access and safety for children as well as adults.	Short to medium	Transportation and planning departments	WIDOT, anyone or department interested
Calm traffic at problem areas, e.g. Blueberry. Create a no-speed zone with no warnings and double fines.	Safety is a primary concern and methods that calms speeding traffic such as artwork, traffic humps, flashing signs, crosswalks, etc. will help.	Short to medium	Transportation and planning departments	WIDOT, anyone or department interested
Conduct a walkability audit – apply to EPA OSC Building Block program for this.	A walkability audit is a participatory tool to get people and key stakeholders engaged in understanding what is and what could be for improving walkability in key areas of a community.	Short	Transportation and planning departments	Anyone or department interested
Build bus shelters by the clinic, the casino, and the pageant.	To improve safety and comfort of riders waiting at key stops by protecting them from the elements.	Short	Ernie	

The map on the following page is a quick sketch wish list conducted by workshop participants to illustrate where investments could be made to improve safety, walkability, mobility, and access for residents of Red Cliff.



MAPPING EXERCISE, DAY-TWO (CREDIT: EPA)



ACCESSIBILITY, SAFETY AND MOBILITY MAP. MAP KEY: 1) RED CLIFF HATCHERY; 2) COMMUNITY FARM; 3) RED CLIFF HEALTH CARE CENTER; 4) POW WOW GROUNDS; 5) ELDER CARE CENTER; 6) EARLY DEVELOPMENT CENTER/HEADSTART PRESCHOOL; 7) TRIBAL ADMIN OFFICES/FIRE STATION; 8) TRIBAL ADMIN/HOUSING; 9) LEGENDARY WATERS

Nurture and Grow the Local Food Economy

The opportunity to grow and expand the local food economy was identified as a key area to focus on. The following actions and next steps were brainstormed by the group during the closing afternoon of the workshop.

<i>Supporting Implementation Steps</i>	<i>Why is this important?</i>	<i>Timeframe</i>	<i>Lead Role</i>	<i>Support</i>
Build a community space at the farm where youth and elders can work together.	To increase opportunities for youth and elders to interact, assisting with knowledge exchange and community resilience.	Medium	Natural resource staff	
Expand the community gardening project, tribe-wide. Expand participation and emphasize the benefits of healthy food. Reevaluate location of farming endeavors.	To expand farming and food practice to different areas of the Reservation.	Short	Clinic	Natural Resource Staff and Farm Committee
Conduct a food asset inventory. Identify knowledge of wild harvesting, cultural components, and gaps.	Planning is part of process and can be an important learning and education tool itself as well as a means to engage people who may be interested.			
Create a farm incubator program where people can learn, practice, and receive technical assistance.	Farming can be intimidating or can be hard to get into without proper guidance and assistance.	Short to Medium	Clinic	Natural Resource Staff, Farm Committee, and planning
Create tribal policy regarding the farm and food production.	A tribal policy encouraging sustainable and local food production would show leadership and commitment to healthy food production, access, and community self-reliance.	Short	Planning and Tribal Council	Anyone else interested
Revise and update community feasibility study to broaden and explore more opportunities for the local food economy	There is feasibility study underway for value added fish processing. This study could be expanded to include other local food, value added opportunities related to the community farm or other initiatives.	Short	Garden committee and Natural Resource Staff	
Create a cultural resource center.	Would create a home base for cultural studies, meetings, and celebration of culture and heritage. It could perhaps at pow wow grounds, in a building designed for cultural use.	Long	Community planning and traditional leaders	
Create workforce development and training opportunities for youth.	Would re-kindle the youth service learning programs of the past with new emphasis to engage the whole family.	Short to medium	Natural Resources	Summer youth workers
Create a farmers market and/or mobile market,	Grown by and for the tribe with special consideration of elders and children. Could	Short	Farm committee	USDA, Inter tribal

and distribute produce at ECC and senior centers.	include such local commodities as wild rice and include value added products like maple syrup and fish.		e?	council
Sell fresh white fish to Legendary Waters and at least one other Tribal Casino.	More complex. Need ice machine and willing fisherman. Is a distribution question. Mid to longer-term result following completion of the USDA fish processing feasibility study.	Short to Medium		
Develop a program to bring back forest-grown produce.	Encourages both sustainable and culturally linked food and harvesting practices tied to the native landscape and climate.	Short	Natural Resources Staff	Anyone else interested

Improve Communication and Cooperation

Improving tribal intergovernmental coordination as well as community engagement were cited as both challenges as well as opportunities for improvement during the workshop. The strategies in the table below identify some key next steps or recommendations to make improvements. One overarching suggestion was to fund a full-time tribal communications or community liaison office, or sometimes this is called a public affairs position, that would work to actively assist all tribal outreach and public engagement efforts, as well as actively promote inter-departmental learning and exchange of information. They could attend to and enhance web pages, social media, as well as encourage face-to-face meetings, events. This position could serve as a resource to any department or program that was undertaking an outreach effort.

In general suggestions were made that outreach and engagement efforts should use plain language to clearly explain what happening, why it's important, what's at stake, and what can be or should be done. Communicators need to understand that not everyone can read very well, or understand technical language, jargon or lots of acronyms.

<i>Supporting Implementation Steps</i>	<i>Why is this important?</i>	<i>Timeframe</i>	<i>Lead Role</i>	<i>Support</i>
Create a position to help improve Inter-department, inter-division cooperation in Tribal government	Committing human resources and time to address a challenge is one way to go about solving it. In this case, a public information or liaison officer could work to improve both internal and external Tribal communications.	Short to medium	Tribal Council	All Tribal programs to support and assist this position.
The upcoming community planning process represents a huge opportunity to re-connect and re-engage the community is talking about the future.	The Tribe is undergoing a comprehensive planning process, which will include community events and meetings. This effort presents an opportunity to engage the Tribe in a discussion about values, vision, and future direction.	Short	Planning	All Tribal programs to support planning effort
Create opportunities to get to know staff, meet and greets at festivals and community events,	Proactively create and seek out opportunities for cross-fertilization, and exchanges.			

etc.

Develop recommendations for promoting sustainability in zoning and code improvements

The workshop was not designed to specifically look at code or policy language, understanding that the PAC and the Tribe's legal department are working on review and revisions. The ideas in this opportunity area represent more idea and suggestion moving forward that would promote and encourage the adoption of more smart growth initiatives. This phase of discussion touched upon the ideas

<i>Supporting Implementation Steps</i>	<i>Why is this important?</i>	<i>Timeframe</i>	<i>Lead Role</i>	<i>Support</i>
Encourage Council to learn more about sustainability principles and how to endorse or adopt them into the core Tribal policy.	Sustainability and smart growth can mean many different things to many different people. The presentations in this workshop as well as the resources in the appendix offer some ideas and strategies. The Tribal leadership is invited to look and learn more about these ideas and options, because they are the policy and law-making branch of government and have the authority to move or provide direction.	Short	Enviro. office staff working with Tribal Council	Any interested Tribal programs
Adopt a Tribally endorsed statement that sustainability practices be part of IRMP (integrated resource management plan)	A pro-sustainability statement about overall philosophy and Tribe approach to environmental and health stewardship could help with the top to bottom embracing of sustainable practices and enable/empower staff to take proactive actions such on the farm, LED light bulbs, improve stormwater, grow the local food economy, etc.	Short	Tribal Council?	Relevant departments
Create a clear flow chart for decisions and permits to improve transparency and education at all levels about PAC and development process.	Navigating the rules and process of the PAC has been challenging for some. Providing a clear, step-by-step flow chart for applicants could help alleviate some confusion.	Short	Legal Department/ Zoning Administrator	
Address concerns and compliance difficulties, e.g., "does not apply to me" or "I never knew" Work to find that "sweet spot" between regulation and compliance	Code enforcement and compliance has been identified as a challenge. This could be the results of lack of clearly communicated intent and purpose.	Short	Legal Department/ Zoning Administrator	
During the PAC review and revision, work to connect codes to community and cultural values of sustainability.	A number of the strategies discussed (see PowerPoint presentations and self-assessment) are only possible if Tribal laws encourage or require them. The review period for the PAC is an opportune time to	Short	Legal Department/ Zoning Administrator	Environmental office, Treaty Natural Resources

	consider and include some of these in the code.		ator	
Recommend that positive and negative cultural impacts be evaluated and considered when considering any projects, e.g., the farm project and teaching youth traditional hunting and gathering skills, etc.	Cultural heritage was identified as a key community value. Any project undertaken has potential to include, enhance or celebrate cultural values, be it small or large. Conversely, some projects could have negative impact. This recommendation simply proposed that all projects be examined to enhance positive benefits and mitigate any negative impacts.	Short term and on going as part of Tribal policy.	Tribal Council	All departments/ programs

APPENDIX

The self-assessment completed by the community and the workshop presentations are attached.

Additional Resources

U.S. EPA Building Blocks for Sustainable Communities

- <http://www.epa.gov/dced/buildingblocks.htm>

Smart Growth Self-Assessment for Rural Communities

This tool is a comprehensive compilation of strategies that villages, towns, and small cities in rural areas can use to evaluate their existing policies to create healthy, environmentally resilient, and economically robust places. Hundreds of resources are included, organized by 11 common goal areas. This tool is identical to the self-assessment that communities use through the Building Blocks technical assistance.

- <http://www2.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities>

Smart Growth Self-Assessment for Rural Communities: Madison County (2015)

This report demonstrates why and how Madison County, New York applied the Smart Growth Self-Assessment for Rural Communities. It includes a case study of Dryden, NY and useful resources in footnotes and citations.

- <http://www2.epa.gov/smartgrowth/smart-growth-self-assessment-rural-communities-madison-county>

Federal Resources for Sustainable Rural Communities (2012)

This publication highlights federal resources rural communities can use to promote economic competitiveness, protect healthy environments, and enhance quality of life. It provides information on funding and technical assistance opportunities from the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Transportation (DOT), EPA, and the U.S. Department of Agriculture (USDA), as well as examples of how rural communities across the country have put these programs into action.

- <http://www2.epa.gov/smartgrowth/federal-resources-sustainable-rural-communities>

Defying the Odds: Sustainability in Small and Rural Places (2013)

This briefing paper offers short case studies and lessons derived from a minority of small communities who made strides protecting the environment and promoting local economic competitiveness and community revitalization.

- <https://www.hudexchange.info/resource/4568/issue-brief-defying-the-odds-sustainability-in-small-and-rural-places/>

Essential Smart Growth Fixes for Rural Planning, Zoning, and Development Codes

This publication provides smart growth policy options that small towns and rural communities can implement to ensure that their development is fiscally sound, environmentally responsible, and socially equitable. This report is especially useful for rural communities on the fringe of fast growing metropolitan regions.

- <http://www2.epa.gov/smartgrowth/essential-smart-growth-fixes-communities>

How Small Towns and Cities Can Use Local Assets to Rebuild Their Economies: Lessons from Successful Places (2015)

This report includes case studies of small towns and cities that have successfully complemented business recruitment by emphasizing their existing assets and distinctive resources. These case studies illustrate successful tactics that other communities can use.

- <http://www2.epa.gov/smartgrowth/how-small-towns-and-cities-can-use-local-assets-rebuild-their-economies>

Planning for Prosperity in Small Towns and Rural Regions (2015)

A clearinghouse of materials for rural regions and small towns, with publications, webinars, workshop materials and other information on a variety of topics including economic resilience, entrepreneurship, community engagement, downtown redevelopment and food systems.

- <http://ruralplanning.weebly.com/>

Cultivating a Competitive Advantage in Rural Counties (2014)

This report highlights how rural counties are pursuing asset-based economic development initiatives that create jobs and build wealth while preserving rural landscapes, culture, and heritage.

- <http://www.naco.org/resources/cultivating-competitive-advantage-how-rural-counties-are-growing-economies-local-assets>

U.S. Department of Transportation's Rural and Small Community Planning page

One-stop shop for resources about transportation planning in rural and small communities on the Transportation Planning Capacity Building website. It includes links to publications, legislation and guidance, recent peer events, upcoming calendar events, and related websites.

https://www.planning.dot.gov/focus_rural.asp

Rural Planning Organization of America's website

Website of the National Association of Development Organizations (NADO) Rural Planning Organizations of America network. Website includes resources, reports, and information about rural transportation events.

<http://ruraltransportation.org/>

Workshop Participants

Name	Title	Affiliation
Chad Abel *	Division Administrator, Treaty Natural Resources	Red Cliff Band
Cathy Allen	Senior Advisor, OSC	EPA
Bob Bear	Elder	Red Cliff Band
Jeff Benton ^	Transportation Manager	Red Cliff Band
Chris Boyd ^	Chairman of the Board	Red Cliff Housing Authority
Steven Boyd	Tribal Council	Red Cliff Band
Franics Cadotte	Hatchery Technician, Treaty Natural Resources	Red Cliff Band
Jason Espie ~	Project Manager	Renaissance Planning
Nathan Gordon	Vice Chairman, Tribal Council	Red Cliff Band
Ernie Grooms	Air Quality Project Technician, Environmental Office	Red Cliff Band
Randy Hella ^	Planning Manager	Red Cliff Band
Ellen Kwiatkowski	Planning Administrator and Policy Analyst	Red Cliff Band
Richard LaFernier	Community member	Red Cliff Band
Cassie McCrow	Project Director	Red Cliff Community Health Center
Melonee Montano*	Environmental Program Manager	Red Cliff Band
Beth Raboin #*	Sustainability Coordinator, Environmental Office	Red Cliff Band
Anne Sullivan	Community member	Red Cliff Band
Gabrielle VanBergen	Water Resources Assistant, Environmental Office	Red Cliff Band
Trevor Wilk *	Natural Resources Specialist, Treaty Natural Resources	Red Cliff Band
Wade Williams *	Assistant Attorney/ Zoning Administrator	Red Cliff Band

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